

**ANNEX M**

**RESOURCE MANAGEMENT**


**CITY OF HOUSTON**

# **APPROVAL & IMPLEMENTATION**

## **Annex M**

### **Resource Management**

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, Emergency Management Coordinator

September 20, 2000  
Date

## **RECORD OF CHANGES**

### **Annex M**

#### **Resource Management**

<b>Change #</b>	<b>Date of Change</b>	<b>Entered By</b>	<b>Date Entered</b>

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## **ANNEX M**

### **RESOURCE MANAGEMENT**

#### **I. AUTHORITY**

See City of Houston Emergency Management Plan

#### **II. PURPOSE**

The purpose of this annex is to provide a plan for effective use of personnel, equipment and material resources needed to deal with an emergency or disaster, other than crisis relocation.

#### **III. EXPLANATION OF TERMS**

CPA	City Purchasing Agent
EMC	Emergency Management Coordinator
EOC	Emergency Operations Center
HDEM	Houston Division of Emergency Management
HR	Human Resources
SOG	Standard Operating Procedures
SOP	Standard Operating Guidelines
SPC	Single Point of Contact
SPD	Strategic Purchasing Division

#### **IV. SITUATION AND ASSUMPTIONS**

##### **A. Situation**

Houston is subject to many hazards (natural, manmade, technological and natural security) which have the potential of disrupting the community, causing property damage and creating casualties. Should any of these hazards occur, it may require Houston to inventory resources on a continuing basis and to have procedures to use these resources in a timely manner during an emergency or disaster.

##### **B. Assumptions**

1. The City of Houston will undertake emergency and disaster situations by making available its personnel, equipment and material resources. Shortages in Houston's response resources may occur very quickly in an emergency or disaster that lasts longer than 24 hours, or in certain types of disasters (i.e., tornadoes or hurricanes).
2. Houston paraprofessional, private contractors and volunteer agencies may be willing and able to assist the community during an emergency or disaster.
3. Mutual aid agreements with neighboring communities will be invoked as needed.
4. Evacuees being cared for may volunteer to assist as needed.

5. If the emergency or disaster is local only, support will be available through requests to state and federal agencies.
6. City of Houston departments will support emergency resource management actions.

## **V. CONCEPT OF OPERATIONS**

### **A. General**

1. During an emergency or disaster, all physical resources within the City of Houston, whether publicly or privately owned, will be utilized when deemed necessary by the Mayor.
2. The City of Houston assumes no financial or civil liability for the use of publicly or privately owned resources; however, accurate records will be maintained for possible reimbursement via federal funds.
3. Pre-emergency planning dictates that each City of Houston Department assigned responsibilities in the basic plan will identify personnel, equipment, material, and other assigned resources.
4. During emergencies, each department Director will manage their resources to include the resources available through existing mutual aid agreements. If additional personnel resources are required, those requests will be relayed to the EOC that will coordinate with the Human Resources (HR) Department. If additional goods and services are needed, each departmental purchasing unit will coordinate their needs with the SPD (See Appendix 1).
5. Records are to be maintained for expenditures of goods, services, and personnel.

### **B. Phases of Emergency Management**

1. Mitigation
  - a. Analyze resource requirements.
  - b. Train personnel on effective use of available resources.
  - c. Designate areas of responsibility for providing resource management support.
  - d. Work with established City of Houston Emergency Management organization.
2. Preparedness
  - a. Identify sources of equipment, manpower and transportation.
  - b. Prepare and update resources list.
  - c. Develop human resource procedures.

- d. Coordinate resources with other agencies and volunteers in order to maintain adequate reserves.
  - e. Initiate letters of understanding with private sector organizations and mutual aid agreements with neighboring jurisdictions.
  - f. Establish emergency purchasing procedures and/or a disaster contingency fund.
- 3. Response
  - a. Establish priorities and allocate resources.
  - b. Coordinate delivery of resources to response teams and disaster victims.
  - c. Identify resource distribution centers.
  - d. Coordinate local efforts with other agencies.
  - e. Maintain records of emergency-related expenditures, services and resources rendered during emergencies.
- 4. Recovery
  - a. Assess recovery needs.
  - b. Estimate costs of providing resources.
  - c. Assess impact of emergency on available resources and identify replenishment needs.
  - d. Set priorities on available resources.
  - e. Coordinate resource utilization.
  - f. Maintain appropriate records.
  - g. Disseminate public information regarding resource availability.

## **VI. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES**

### **A. Organization**

During emergencies and disasters, individual department Directors and their staff will manage resource management activities. These activities will be coordinated through the EOC. The EOC Controller will assign requests for additional resources from City departments to the appropriate department or agency. Department liaisons are to report to the EOC when notified by HDEM.

### **B. Assignment of Responsibilities**

#### **1. City Department Directors**

- a. During an emergency or disaster, utilize all physical resources within their department as appropriate.
- b. Ensure resource surveys are conducted and maintained.

- c. Resolve resource priority issues.
  - d. Institute employee controls.
  - e. Implement resource controls
  - f. Ensure records for emergency purchases of goods, services, and personnel are kept.
- 2. HR Director
  - a. Identify supplemental personnel resources (See Appendix 2).
  - b. Coordinate departmental requests for additional personnel resources from current City workforce.
  - c. Ensure agreements are in place with outside sources for personnel resources.
  - d. Screen offers for personnel resources.
- 3. HDEM
  - a. Personnel requests received in the EOC will be forwarded to the City's HR Department for disposition.
  - b. Goods and services requests received in the EOC will be given to the appropriate City or outside agency liaison by the EOC Controller for disposition.
- 4. Strategic Purchase Division of Finance and Administration
 

Procure emergency purchases for the City of Houston, as appropriate
- 5. Local United Way
 

Coordinate the Donation Management program.

## **VII. DIRECTION AND CONTROL**

- A. Direction and Control
  - 1. The EMC serves as the overall authority for resource management.
  - 2. Department Directors and supervisors continue their day-to-day responsibilities during an emergency, exercising operational control of their work forces. They will keep the EOC Controller informed of resource requirements and coordinate emergency resource requests. To the extent practical, potential resource shortages will be projected, identified and made known to the EOC Controller.



3. The Disaster Management Committee (Refer to Annex N) will establish priorities for resource allocation.
  4. The local United Way has agreed to assume the role as the primary agency for managing donations received from the general public.
- B. Continuity of Government
1. Lines of succession will be according to existing SOP unless directed otherwise by the Mayor.
  2. All records and reports of activities will be preserved via back-up documents, file copies, working copies or back-up computer records and safeguarded from unauthorized personnel.

## **VIII. READINESS LEVELS**

- A. Condition 4  
Review SOP/SOG and this annex.
- B. Condition 3  
Review resources available and update as necessary.
- C. Condition 2  
Establish liaison with other departments and agencies to provide information as needed.
- D. Condition 1  
Activate resource management plans and procedures/guidelines.
- E. Post-Disaster  
Maintain records and reports as necessary of actions taken.

## **IX. ADMINISTRATION AND SUPPORT**

- A. Administration
1. Emergency requests shall be coordinated through the EOC.
  2. Each City department will ensure that adequate records of all emergency related purchases, costs, and expenses incurred in order to support subsequent reimbursement claims and to critique the operation. Conventional accounting methods will be used.
- B. Support
- The EOC Controller will advise the EMC on the need and timeliness of requests for state and federal resource assistance.

## **X. ANNEX DEVELOPMENT & MAINTENANCE**

The EMC is responsible for the development, exercise, and maintenance of this annex. Each agency will develop SOP/SOG that address assigned tasks. This annex will be reviewed annually and updated as necessary.

## **APPENDICES**

Appendix 1.....	Emergency Procurement Procedure
Appendix 2.....	Emergency Supplemental Personnel Resources
Appendix 3.....	Personnel and Goods and Services Vendors List

**APPENDIX 1 TO ANNEX M**

**EMERGENCY PROCUREMENT PROCEDURE**

**FINANCE & ADMINISTRATION DEPARTMENT**

**CITY OF HOUSTON**

**September 20, 2000**

Approved by: \_\_\_\_\_  
[REDACTED], Acting Director, Department of Finance and Administration

Concurred: \_\_\_\_\_  
[REDACTED], Emergency Management Coordinator

**FINANCE AND ADMINISTRATION DEPARTMENT  
STRATEGIC PURCHASING DIVISION**

**EMERGENCY PURCHASING DURING A DISASTER**

**I. AUTHORITY**

See City of Houston Emergency Management Plan.

**II. PURPOSE**

The purpose of this procedure is to establish guidelines and assign responsibilities for emergency procurement of goods and services needed by various departments during a disaster to return the community to its normal state of affair.

**VIII. SITUATION AND ASSUMPTIONS**

**A. Situation**

When a disaster strikes, such as a hurricane or tornado, the City of Houston **suspends its** purchasing policies and procedures, and by authority of the state bid law, exempts emergency procurements above \$15,000 from competitive sealed bidding. However, certain compliance requirements must be observed.

**B. Assumptions**

1. An effective emergency procurement procedure in coordination with departmental purchasing units will effectively and expeditiously procure goods and services to meet the emergencies.
2. Warehouses with inventoried materials required by work crews shall be opened 24 hours to ensure availability of materials required to support emergency crews.
3. Mutual aid agreements with other local jurisdictions and/or agencies having the capability to provide assistance in the procurement of the needed goods and services will be invoked.
4. Each department will provide emergency food with crews attending to emergency situations.

**IV. RESPONSIBILITIES**

A. The CPA or designee(s) is responsible for issuing manual and system emergency purchase orders above departmental limits at the request of the departmental SPC. Departments can issue emergency purchase orders only up to their authorization limit.

During a disaster, the following are the points of contact in SPD in the order in which they should be called:

Telephone

Pager/Cellular

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- B. The department SPC is responsible for coordinating the emergency procurement of goods and services and for authorizing the issuance of emergency purchase orders within departmental limits.

The SPC is also responsible for maintaining a log of departmental purchase orders issued and converting them immediately into system purchase orders.

**V. GENERAL PURCHASE ORDER PROCEDURES**

Manual or system purchase orders shall be issued as the situation dictates.

- A. When a disaster strikes, the first step is to determine what supplies or services are needed. The department makes this determination.
- B. The department will first determine if goods are available in their or other departments' warehouses, before attempting to purchase the goods or services from a contract supplier or non-contract supplier.
- C. If it is a contract item, the SPC will issue manual or system blanket purchase orders if possible. Manual purchase orders should be converted to system purchase orders when the system is up and running. If it is a non-contract item or service, the SPC issues a manual purchase order within the department's approval authority. Purchases above departmental limits will be handled by the CPA or designee(s). A manual or system purchase order is authorized, before the supplier delivers the goods or performs the service required.

*Note: Use of manual purchase order will enable the City to respond to emergency purchases irrespective of fund availability.*

- D. Regardless of the emergency nature of the procurement, certain compliance requirements must be observed for suppliers doing business with the City to be promptly paid for services rendered or goods bought.
  - A.1 Liability Insurance - the supplier must submit required liability insurance or appropriate exemptions.
  - A.2 Documentation of Costs - The supplier must provide documentation of cost for goods and services as applicable, to receive payment.
  - A.3 Supplier registration no. – The supplier must obtain a supplier number from the SPD. This requirement can be accomplished before or after completion of a job.

**The following routine procedures follow to complete process:**

- E. Upon delivery or completion of service, the supplier submits an invoice to the department's SPC. If the cost does not exceed departmental authority, SPC issues a system purchase order. SPC then submits purchase order and invoice to the department's accounts payable section for payment,

- F. If the cost is over department's authority, SPC submits to the CPA a system requisition with copy of invoices and a system purchase order is generated. The purchase order and invoices are forwarded by the SPC to the accounts payable section for payment.
- G. If the cost exceeds \$15,000 for non-contract purchases, the CPA will request Council's authorization first before payment can be completed.
- H. After Council's approval, the department processes the invoice for payment.

## **VI. ADDITIONAL INFORMATION**

### **CITY CONTRACTS**

The City of Houston has in place contracts for goods and services that can be utilized during a disaster response. SPD maintains a list of the most common items purchased in a disaster response. This list will be updated quarterly by SPD. SPD will continue to establish contracts for goods and services required during a disaster response.

*Note: Although the City of Houston has established contracts for disaster responses, some suppliers are not able to meet all requirements during a disaster response; therefore, it may be necessary to procure some items off contract.*

### **Houston Galveston Area Council (HGAC) and State Contracts**

Cooperative procurement agreements with Houston Galveston Area Council and the State will be utilized to the extent possible.

### **Special Disaster Fund**

To expedite the issuance of system purchase orders, the Finance and Administration Department shall establish a special disaster fund. This fund shall be used to cover expenditures that affect departmental operations citywide and will be reimbursed by the using departments.

**APPENDIX 2 TO ANNEX M**

**EMERGENCY SUPPLEMENTAL PERSONNEL RESOURCES**

**HUMAN RESOURCES DEPARTMENT**

**CITY OF HOUSTON**

**September 20, 2000**

Approved by: \_\_\_\_\_  
[REDACTED], Director, Human Resources Department

Concurred: \_\_\_\_\_  
[REDACTED] Emergency Management Coordinator



## INTERNAL & EXTERNAL HUMAN RESOURCES

### I. UTILIZATION OF CITY DEPARTMENTS AND EMPLOYEES

A. The Director/designee in charge of the Departments listed below will be contacted in the event an emergency is declared. Each Director/designee will develop and maintain a list of employees within their department. This list should include employee name, address, telephone number and job classification. In case of a declared emergency, these individuals will be used as resources to assist other departments. This list should be reviewed and updated quarterly.

B. Designated Departments are:

<u>Department</u>	<u>Avg. Staff</u>
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C. HDEM will coordinate personnel needs from departments through HR. Phase I of HR Emergency Operations Plan shall consist of reviewing departmental needs to determine whether those needs can be met by other departmental job classifications. After this assessment, the appropriate department shall be contacted and instructed to direct their qualifying employees to locations specified by the HDEM.

D. If the skills and/or expertise is not available within existing City employees, HR will go to Phase II of its Emergency Operations Plan and contact the approved temporary vendors. Once contact is made with a temporary agency, the following will be specified:

1. Skill and Expertise Needed
2. Work Location
3. Cost to City
4. Billing Procedure
5. Length of Time Employees Are Required

E. All city departments are required to have emergency personnel assigned in case of catastrophic events. As a secondary plan, HR's Temporary Services Division is a source for additional emergency personnel.

F. Daily operations are conducted from [REDACTED].

G. UPDATED LIST OF ALL CITY EMPLOYEES: (To be provided by IRM on a Quarterly Basis)

1. NAME OF EMPLOYEE
2. JOB CLASSIFICATION

3. DEPARTMENT
4. WORK LOCATION
5. HOME ADDRESS & TELEPHONE NUMBER

**II. CERTIFIED VENDOR LIST OF TEMPORARY SERVICE COMPANIES:**

**A. VENDORS:**

See Appendix 3

**B. SPECIFIC REQUIREMENTS AND PROCEDURES FOR USE OF ANY TEMPORARY SERVICE.**

1. HR will act as exclusive ordering agent for all City departments.
2. Firms must assign a Customer Service Representative with City of Houston issues as a priority to handle all needs, facilitating communications and insuring quality.
3. Firms must provide 24-hour telephone answering service and emergency response capability.
4. Firms must be an EQUAL OPPORTUNITY EMPLOYER and shall not discriminate because of sex, age, physical handicap, race, creed, or national origin.
5. Firms must furnish a Certificate of Insurance (Worker's Compensation and a \$100,000 Fidelity Bond) with waiver of subrogation in favor of City of Houston and a hold harmless and indemnity with agreement that meets the express negligence test.
6. Firms must provide an unconditional guarantee to HR for the performance of every temporary employee assigned to work for the City of Houston.

## **APPENDIX 3 TO ANNEX M**

### **VENDORS LIST**

The current personnel Vendor List will be maintained by HR and SPD will maintain the current goods and services Vendor List.